Catalog of Course Offerings
State Professional Development Center

Click on any course name to see the description.

Communication

- Assertive Communication
- Effective Communication skills
- Effective E-mail Writing
- Effective Meetings
- Effective Presentations
- Facilitating Groups
- Generations in the Workplace
- Grammatically Correct
- Male/Female Communication
- Meeting Minutes
- Robert's Rules of Order
- Respectful Workplace

Leadership

- Creating a Motivating Environment
- Decision Making
- Developing Coaching Skills
- Develop High-Performing Teams
- Facilitating Change
- Generations in the Workplace
- Improving Accountability
- Leadership Challenge®
- Leadership and Accountability
- Leading Problem Solvers
- Outward Leadership
- Process Improvement
- Supervision for the 21st Century
- Team Building
- Performance-Driven Leadership

Management

- Basic Project Management
- Documenting Disciplinary Action
- Investigating Personnel Issues
- Interviewing
- Managing Multiple Priorities
- Performance Management
- Planning
- Remote Management
- Supervising Employees in Conflict
- Supervision for the 21st Century
- Process Improvement

Writing Skills

- Clear and Concise Legal Writing
- Effective E-mail Writing
- Grammatically Correct
- Meeting Minutes
- Writing Clearly and Concisely 1
- Writing Clearly and Concisely 2
- Writing Job Descriptions
- WARM: Writing Administrative Rules

Series Courses

- Effective Management Series
- Teams
- Self-Aware Leadership Series
- Managing-the-Manager Series

Personal Growth

- Achieving High Performance
- Building Trust in the Workplace
- Creating a Motivating Environment
- Explore Emotional Intelligence 1 & 2
- Generations in the Workplace
- Improving Accountability
- MBTI and Communication 1
- MBTI and Communication 2
- Mindfulness in the Workplace
- Outward Mindset ™

Public Service Skills

- Customer Service Strategies
- Effective Communication Skills
- Evidence Based Management
- Leading Innovation

Computer Skills

- Excel: Beginning
- Excel: Intermediate
- Excel: Advanced
- Microsoft Access
- Beginning PowerPoint
- Advance PowerPoint

Procurement Program

- Advanced Purchasing Methods
- Basic Purchasing Methods
- Contract Management
- The RFP Process
- The ITPR Process

Return to top of page

STATE pdc
building a generation of leaders

PD5140 – Achieving High Performance – (The Kolbe Index)

Description

This class will focus on our natural way of problem-solving and striving, referred to as our conative function. We'll identify our strengths and learn how to balance our energy to approach comfortable and challenging tasks. The key is understanding our work styles to create a better way to work together. When we work in our conative strengths, sometimes called our method of operation (MO), we tend to be high performers. The material is based on the Kolbe A Index, used by thousands of successful organizations.

Objectives

- Determine your conative style (how you like to work)
- Discover ways to work as a team
- Learn to work through change

PD5032 – Advanced Purchasing Methods and Issues

Description

This session covers building, writing, opening, and awarding Requests for Proposals, Invitations for Bids, or Requests for Information. It also focuses on advanced procurement issues such as leasing versus buying, public access, protests, grants, and ethics.

Objectives

- Create a Request for Proposals/Invitation for Bids
- Explain the various tools for procurement
- Evaluate proposals for selection

PD5153 - Assertive Communication

Description

Often, we have difficulty advocating for ourselves or our ideas because we lack assertive skills. This course will explore assertiveness, especially in government organizations. We'll consider ways to present our position without offending others or appearing disrespectful and emphasize how to approach our supervisor to be more successful at work.

Objectives

- Consider the idea of assertiveness
- Describe the need to build better relationships in the workplace
- Practice using assertive language to advocate for ideas or ourselves

PD1022 – Basic Project Management

Description

This course introduces participants to the essential concepts of project management. The purpose of project management is to organize steps, set priorities, identify resources, and anticipate problems in a complex assignment. We'll focus on the important elements of a project that lead to efficiency and the likelihood of a successful outcome.

Objectives

- Understand the difference between a project and project management
- Develop a working knowledge of how to properly scope a project for success
- Schedule project activities using a Gantt chart or PERT chart.

PD5031 – Basic Purchasing Methods and Issues

Description

Procuring equipment and services for the agency can be a harrowing experience if managers don't have the right tools. This session covers procurement ethics, resources, levels of authority, and delegation. It also covers the procurement tools used for small purchases, limited solicitation, sole source, and sole brand.

Objectives

- Understand the tools for various purchases
- Recognize the appropriate tool for basic purchases
- Describe process for planning a purchase

PD55136 – Building Trust in the Workplace

Description

Respect in the workplace is not optional and at it's core is trust. We'll explore how respect and trust are connected, how to trust ourselves, and how to trust others. We'll discuss how we lose trust, how we can regain it, and how to move from an inward mindset to an outward one.

Objectives

- Understand self-trust and respect
- Identify beliefs, values, and behaviors
- Change our focus from collusion to collaboration

pdc
STATE
building a generation of leaders

PD5133—Clear and Concise Legal Writing

Description

Good legal writing shouldn't differ from well-written English without good reason. The movement toward plain language is changing the expectations in many disciplines, including the law. In this course, we'll use legal examples to discuss

- Finding hidden verbs

- Avoiding passive voice

- Removing needless words and jargon

- Eliminating redundancy

- Avoiding long sentences and gaps between the subject-action-object

- Using punctuation for clarity

Objectives

- Construct active voice in sentence structure

- Select clear language to communicate

PD5094 – Contract Management

Description

Successful contract management ensures that contracts are completed on time and on budget. This course will provide purchasing officers and contract managers the skills necessary to ensure contract compliance, knowledge on what to do when a breach of contract occurs, and the ability to handle contract disputes effectively.

Objectives
- Construct contract compliance
- Understand contract breaches
- Facilitate contract dispute resolutions

PD2009 - Creating a Motivating Environment (part of the Everyday Leadership Series)

Description

Knowing what creates a motivating environment is key to having an energized team. We'll discuss   principles that create a workplace where employees can thrive. Topics will include motivational assessment tools, popular models, and strength-based motivation.

Objectives
- Describe what motivation is and how it can be applied to the work environment
- Discover what motivates you in the workplace
- Synthesize several motivational models and appraise which ones are applicable.

PD5128 - Customer Service Strategies

Description

Employees are our most important customer service resource. The accountable employee seeks to put the best qualities of the organization first. This course emphasizes the concept of employee accountability as a way to provide quality customer service and provides practical ways to achieve it.   Occasionally, we face challenges in customer service. This course also covers techniques for dealing with difficult customers.

Objectives

- Connect the principles of accountability to good customer service
- Illustrate skills needed to defuse a difficult situation
- Develop a relationship strategy in customer service

PD1007—Decision Making (Part of the Excellent Public Manager Series)

Description

We make decisions every day, some without thinking. However, there are some decisions that require reflection and forethought. How do we decide? This class offers insights into how we make decisions and tools to make better ones.

Objectives

- Recognize how people make decisions

- Choose a method based on circumstances

- Describe formal tools for making decisions
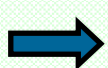
PD1047 – Effective Meetings

Description

Participants will learn how to:

- Prepare for the meeting
- Set goals and expectations (What do you want to achieve?)
- Deal with difficult attendees
- Keep the meeting on track
- Record decisions and actions

Objectives
- Set expectations and goals
- Determine the key participants to include
- Identify process and content issues
- Identify the three meeting types and know when to use them

PD4002 – Effective Presentations

Description

This class will focus on content preparation, delivery, the adult learner, and learning styles. Each participant will deliver a short presentation that we'll video and review. The class includes a hands-on PowerPoint mini course.

Objectives
- Identify preparation skills for effective presentations
- Develop new skills using presentation software
- Learn delivery techniques to be effective

PD5080 – Evidence-Based Management

Description

Managers frequently fall into the trap of the latest fad or technique. Evidence-based management is conducted by managers who recognize the limits of their own knowledge and seek effective answers to problems. This class develops the skills needed to implement evidence-based solutions.

Objectives
- Define evidence-based management to improve effectiveness
- Apply methods of assessing techniques or methods
- Recognize the role decision models play in applying evidence

PD5064 – Excel: Beginning

Description

This is a beginning course for those unaccustomed to using spreadsheets or those with little experience in Excel. Participants will become familiar with the Excel "ribbon." We'll edit and format worksheets and overview the use of formulas.

Objectives
- Navigate the basics of Excel
- Edit and format worksheets
- Understand formulas

PD5065 – Excel: Intermediate

Description

Participants will learn how to split and freeze workbook windows; hide rows, columns, worksheets, and windows;
protect worksheets. We'll also cover page layouts, page breaks, and adjustments to margins and size functions and formulas, data ranges and sort and filter data clip art, pictures and graphics files

Objectives
- Work with page layouts
- Learn functions and formulas
- Sort and filter data

PD5067 – Excel: Advanced

Description

We'll begin with a review of creating and working with charts and tables. We'll also create pivot tables, use data validation, work with data tables, consolidate data using formulas, and work with basic macros.

Objectives
- Understanding macros
- Consolidating data with formulas
- Creating pivot tables

pdc
STATE
building a generation of leaders

PD1043—Developing Coaching Skills

Description

Coaching is a leadership activity. This session will emphasize the activities necessary to help good employees become even better employees by making the relationship between leadership and coaching explicit. Participants will learn the importance of developing trust so they can learn to listen, think, and act like a coach.

Objectives

- Identify when a coaching opportunity exists and how to have coaching conversations
- Identify the coaching dynamics that call for situational approaches

PD5156 – Developing High-Performing Teams (part of the Managing-the-Manager series)

Description

To lead your team effectively, you must know and understand how your team functions. In this class, you'll use the Kolbe A Index to understand your own strengths. We'll discover the performance factor we've been ignoring, the instincts that drive individual and group behaviors. We'll use the Kolbe B Index to see how our strengths fit into the job and on teams. Finally, we'll review the Kolbe C Index to see how the supervisor views the strengths needed for the job.

Objectives

- Recognize the role played by conative strengths
- Consider the importance of jobs suited to natural strengths
- Understand the three forms of conative stress

PD2010 – Documenting Disciplinary Action (part of the Effective Management Series)

Description

There are times when coaching, mentoring, or other leadership techniques fail to achieve desired conduct behaviors. This class develops proper ways to carry out discipline, including oral warnings, written warnings, and the further steps in progressive discipline. The goal, in all cases, is a successful employee.

Objectives

- Demonstrate how to write appropriate statements
- Recognize how to use documents as a tool for success
- Understand the practice of progressive discipline

PD4001 –Effective Communication Skills

Description

To engage employees and citizens, we need effective strategies that communicate clearly and thoughtfully. Participants will explore active listening, plain language, the power of para-verbal and nonverbal messages, and the communication process itself.

Objectives

- Understand the sources of messages
- Learn to use active listening
- Practice communicating with plain language
- Apply skills to improve relationships with citizens and colleagues

PD5095 – Effective E-mail Writing

Description

How you write reveals to your reader your professionalism and attitude. E-mail needs to engage the reader's interest quickly. It must be concise but contain enough content to avoid being misleading. In this workshop, we'll cover how to:

- Strike the right tone in e-mail
- Use bullet points to organize information
- Use subject lines effectively
- Answer the reader's top question: "What's the point of this e-mail?"
- Recognize etiquette mistakes
- Use plain language to communicate
- Present complex information simply
- Write for people who scan instead of read—in other words, most people
- Practice editing skills

pdc
STATE
building a generation of leaders

<div align="center">

PD5046 - Exploring Emotional Intelligence (EQ)

</div>

Description

Knowledge and how-to-skills are important at work, but factors like flexibility, teamwork, communication, and even enthusiasm have become crucial to organizations. This course is designed to develop Emotional Intelligence (EQ) for greater performance. We'll discuss how EQ affects organizational productivity using the characteristics of self-awareness, self-management, social awareness, and social management.

Objectives
- Understand and recognize the many facets of intelligence in ourselves and others
- Summarize emotional intelligence and its four basic components

<div align="center">

PD 5157 – Exploring Emotional Intelligence 2 (part of the Managing-the Manager series)

</div>

Description

Understanding the need for emotional intelligence in the workplace is one thing but applying the principles of courage (being yourself) and consideration (allowing others to be themselves) often presents a challenge. This session will look at some of the common workplace situations that present such difficulties and offer suggestions on how to move toward a more emotionally intelligent approach. We'll include an invitation to discuss some of your difficult situations and offer potential strategies and insights. The session will also offer suggestions on how to coach other managers in applying emotional intelligence in their daily activities with their staff.

<div align="center">

PD1015 – Facilitating Change

</div>

Description

Change can often be viewed as a difficult process. This class will explore the challenges and opportunities change presents at a personal and organizational level. We'll identify personal styles and strategies to implement change.

Objectives
- Discuss how people respond to change
- Describe the obstacles to change
- Recognize how to facilitate change in organizations

<div align="center">

PD4003 – Facilitating Groups

</div>

Description

Facilitation means to "make easy," and the facilitator's role is to help groups reach agreement. The facilitator is usually a neutral party in the process. This hands-on class will teach tools and techniques to facilitate groups. Participants will practice those skills in class.

Objectives
- Understand the principles of consensus
- Develop techniques to task achievement
- Practice skills of identifying solutions

<div align="center">

PD4019 – Generations in the Workplace

</div>

Description

For the first time, five generations are working side-by-side in the workplace. Different values, experiences, styles, and activities create misunderstandings and frustrations. Participants will explore the influencing events and trends of each generation and discuss ways to work better together.

Objectives
- Understand the cultural influences of each generation
- Identify ways to communicate effectively
- Understand and appreciate the differences

<div align="center">

PD5096 – Grammatically Correct

</div>

Description

Grammar provides the structure to the string of words that form sentences. Grammatical errors interfere with the message, distract the reader, and reflect poorly on the writer. In this class, we'll discuss the major grammar rules often misused. They include:

- Identifying subject-verb agreement (patterns)
- Understanding pronoun agreement with its antecedent
- Using verb tenses correctly
- Keeping related words together to prevent ambiguity
- Making the right choice between confusing words
- Recognizing when to violate "two stodgy" rules of grammar
- Knowing when and how to use abbreviations and acronyms in business writing
- Correcting run-on sentences
- Avoiding capitalization mistakes
- Recognizing hypercorrections

<div align="right">

pdc
STATE
building a generation of leaders

</div>

PD5118 – Interviewing

Description

Interviewing for Fit is designed to prepare hiring managers and potential interview panel members for the interview process. Participants will explore methods to discover what constitutes "fit" in their organization and learn how to focus the interview on those elements.

Objectives

- Understand the purpose and limits of the interview process
- Develop and communicate a clear understanding of the requirements for the position
- Create effective interview questions around position and organizational requirements
- Perform the actual interview

PD1042 – Investigating Personnel Issues

Description

In this course, we will discuss the legal issues associated with investigating employee activities.
We'll frame the issue and plan the investigation. We talk about how to conduct the investigation and evaluate the results based on the evidence. We'll conclude with what the report should look like.

Objectives

- Understand the investigation process
- Develop a plan
- Learn how to evaluate the results

PD5066 – Leadership Challenge®

Description

Imagine mobilizing others to make extraordinary things happen while building meaningful relationships in the process. If you want to get there, we can show you a clear path to follow. The Leadership Challenge is an evidence-based curriculum that can liberate the leader in everyone. Leadership is not a position, but a way of being. Teams and organizations get better when ordinary people enable others around them to be at their best.

Jim Kouzes and Barry Posner, authors of the Leadership Challenge, discovered that exemplary leaders exhibit five core practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart.

In this class, we break down the practices and give you the tools to be an exemplary leader.

Objectives

- Develop an ability to guide others
- Understand what true leadership is

PD5075 – Leadership and Accountability

Description

Leadership deals with people and their dynamics. We'll explore leadership principles anyone can apply to their own personal growth. We begin with a clear definition of what a leader is and how to become one. We'll examine the idea of influence and accountability to become an effective leader.

Objectives

- Provide a clear picture of leadership
- Examine how leadership works
- Identify how leaders need accountability

PD5078 – Leading Innovation

Description

Public and non-profit organizations continue to face the challenges of accessing resources in a rapidly changing world. This course develops guidelines to becoming an innovative organization, replacing rule-bound bureaucracies with creative and nimble practices.

Objectives

- Summarize barriers to innovation found in the public sector
- Discuss methods to encourage creativity among staff and leaders
- Explain effective feedback to increase innovation

PD5159 - Leading Problem-Solvers

Description

The 21st Century organization is remarkably different from the 20th Century. It requires employees who can be creative and think critically. This demands leaders who know who to encourage problem-solving. So, what leadership strategies do we need when "carrots and sticks" no longer work to solve today's "wicked problems?" We'll explore the ways we can use autonomy, mastery, and purpose to lead high-powered teams.

PD4005 - Male/Female Communication

Description

This class explores the influence of gender on communication behavior. We'll discuss techniques to bridge differences, so we can understand and appreciate each other better.

Objectives

- Understand the differences

- Focus on overcoming confusion

- Manage with clarity

PD1036 – Managing Multiple Priorities

Description

In the workplace today, everyone seems to want something now. That's why we need to manage multiple priorities. This class provides insight into our mode of dealing with priorities and tools to reduce the stress to do our best.

Objectives

- Identify strategies to manage priorities
- Discuss time management styles
- Discover where you put your energy

Managing the Manager series

Description

Designed for bureau chiefs and higher, this series focuses on building effective, problem-solving teams through group discussion and hands-on skill development. Because management practices have changed dramatically in the last two decades, the manager needs the social skills and knowledge to lead outcome-focused teams. The following individual classes make up the series:

Outward Leadership – In this class, you'll learn the outward leadership tools necessary to effectively improve team performance. This will be a day of action. You'll leave with 38 tools to help build an outward mindset culture and a plan to implement the tools to address your organizational issues.
(Attending the two-day Outward Mindset workshop is a prerequisite)

Developing High Performing Teams - To lead your team effectively, you must know and understand how your team functions. In this class, you'll use the Kolbe A Index to understand your own strengths. We'll discover the performance factor we've been ignoring, the instincts that drive individual and group behaviors. We'll use the Kolbe B Index to see how our strengths fit into the job and on teams. Finally, we'll review the Kolbe C Index to see how the supervisor views the strengths needed for the job.

Creating Vision – Effective leaders chart a vision and convey it to their team. Today's organizations must be more agile than ever before, requiring skills beyond strategic planning and mere goal setting. This class engages participants in practices of creating vision. We'll examine effective ways to brainstorm, collaborate, make decisions, and encourage innovation.

Leading Problem-Solvers – The 21st Century organization is remarkably different from the 20th Century. It requires employees who can be creative and think critically. This demands leaders who know who to encourage problem-solving. So, what leadership strategies do we need when "carrots and sticks" no longer work to solve today's "wicked problems?" We'll explore the ways we can use autonomy, mastery, and purpose to lead high-powered teams.

PD5027 –MBTI 1

Description

The Myers-Briggs Type Indicator (MBTI) is one of the most widely used personality assessments in the world. This course is designed to provide participants with an understanding of their psychological self-portrait and develop an appreciation for different personality types. We'll discuss how to develop awareness in ourselves and others and discover communication strategies that embrace our differences.

Objectives

- Appreciate psychological self-portrait and differences in others

- Recognize how type plays a crucial role in communication

- Develop strategies as they relate to personality

PD5115 – MBTI 2

Description

The Myers-Briggs Type Indicator is a popular tool for increasing both self-understanding and helping us understand others. This class will take a deeper look into how to use this tool to enhance relationships with our colleagues, managers, and customers. Participants will need to complete an extended version of the Myers-Briggs Type Indicator survey, even if they have done it before. This version will breakdown individual preferences to help us understand our own complexities and use that knowledge to recognize what we bring to our relationships.

Objectives

• Increase self-understanding

• Understand of how our individual preferences affect our behaviors

• Analyze the impact our preferred behaviors have on others

• Develop approaches that allow us to try other behaviors and evaluate the impact of those changes on ourselves and our work relationships

PD3009 – Meeting Minutes

Description

Minutes fill both practical and legal needs in organizations. The minute taker is the historical record keeper for the organization. In this class, we'll will discuss what we should record and what we should leave out. Participants will learn ways to take effective notes and write meaningful minutes.

Objectives

• Know what the law says about minutes

• Know what to record and what to leave out

• Identify tips and techniques to improve skills

PD5126 – Microsoft Access

Description

This is a beginning course designed for students who are new to Access. To be successful in this course, students need an understanding of Microsoft Excel. Topics covered include basic relational database theory, creating database objects (i.e., tables, queries, forms and reports), and importing/exporting data.

Objectives

• Understand database theory, including relationships, primary and foreign keys

• Navigate the basics of Access

• Create basic tables, queries, forms and reports

PD 5122 – Mindfulness in the Workplace

Description

For some of us, the issues and problems that confront us at work can be unceasing and seemingly insurmountable. Our attitude is often the only thing we can control, but in the moment, it may be easy to forget. Workplaces are complex, and work-related decisions can be difficult. We'll explore mindfulness to help handle the difficulties at work. We'll examine typical scenarios that contribute to workplace problems and explore ways to move toward a mindful approach to cope better with situations.

Objectives

• Develop an understanding of what mindfulness is and is not

• Learn techniques to become more mindful, even in stressful situations

• Increase our awareness of ourselves and others

• Develop an open approach to our work environment, emphasizing presence and creativity

PD5155 - Outward Leadership –

Description

In this class, you'll learn the outward leadership tools necessary to effectively improve team performance. This will be a day of action. You'll leave with 38 tools to help build an outward mindset culture and a plan to implement the tools to address your organizational issues. *(Attending the two-day Outward Mindset workshop is a prerequisite)*

Objectives

• Learn how to use Accountability Tools

• Apply Collaboration Tools to tackle a team problem

• Develop Conflict and Relationship Tools to tackle an individual problem

PD5129 -- Outward Mindset TM (2 days)

Description

Participants will discover the difference between an inward and an outward mindset. We'll use a series of frameworks, maps, and tools to achieve results and focus on results. Experience improvements in leadership development, team effectiveness, customer satisfaction, change management, collaboration, and conflict resolution using an outward mindset.

Objectives

- Understand the two underlying mindsets, their implications, and results
- Learn to honestly assess the extent to which you work from an inward mindset
- Learn ways to change and work more collaboratively
- Plan new approaches to achieving individual, team, and organizational objectives
- Learn strategies to eliminate conflict and invite collaboration

PD2028 – Performance Management

Description

Being an effective manager includes delivering expectations, observing performance, and providing accurate feedback. This course is designed to provide an overview of managing and developing work performance. We'll begin with an introduction to performance management, analyze appraisal types, assess instrument validity and reliability, and discuss quantitative and qualitative issues. Participants will also be introduced to performance-management coaching.

Objectives

- Describe how performance management integrates with other human resource topics
- Evaluate performance appraisals for type, validity/reliability, and potential effectiveness
- Differentiate between management and leadership aspects of performance management

PD5077 – Performance-Driven Leadership

Description

Performance-driven programs have emerged since the 1993 Government Performance and Results Act. What government needs is performance measures with outcome-centered practices. This course will demonstrate how to draft and carry out performance measures.

Objectives

- Identify performance-driven programs central to public service
- Demonstrate how to design performance measures
- Describe how to identify and measure outcomes

PD5049 – Planning

Description

This class will identify where we spend our time. We'll focus on setting goals and determining priorities. We'll provide the tools to identify process improvements and set goals to achieve them. We'll also discuss the elements of a well-managed meeting.

Objectives
- Learn to tie goals to the mission
- Identify tools for effective meetings

PD5062 – PowerPoint: Beginning

Description

In this session, we'll create backgrounds, insert pictures and text, customize bullets, add slide transitions and animations, and create handouts with notes. We'll discuss the "do's and don'ts" of effective presentation visuals.

Objectives
- Create and change background designs
- Learn how to use pictures, text, animations, and transitions

PD5063 – PowerPoint: Advanced

Description

PowerPoint has become a "standard" for presentations, but many are stale and boring. This hands-on course is designed for anyone who wants to create a more exciting and graphically pleasing presentation. In this class, we will learn to:

- create, customize, and save a design template
- work with slide layouts and slide masters
- use text and shape effects
- work with pictures (crop, ungroup, recolor, effects)
- create hyperlinks
- animate words and text (entrance, exit, motion paths)
- use audio and video features
- create slide transitions and page numbers, loop presentations
- compress pictures and create handouts

Objectives
- Learn design elements
- Navigate the features on the ribbon
- Practice skills learned in class
- Navigate the features on the ribbon

PD5141 - Process Improvement

Description

In this course, we'll discuss how to improve our processes from the smallest innovation in our work space to larger processes in our work unit, our bureau, and beyond. We will use tools to identify and eliminate waste at work. We invite you to look at work with fresh eyes. We'll tackle questions that help government increase its capacity to do good.

Objectives:

- Identify areas for improvement
- Discover ways to look at innovation

PD5097 – Punctuation for Clarity

Description

Punctuation helps organize the content of writing for the reader. Proper punctuation increases the clarity of written communication and avoids problems of ambiguity and misinterpretation. As the language changes, new rules emerge. You will learn:

- When to use commas for clarity
- How to use colons and semicolons correctly
- Where to properly place quotation marks
- How to use apostrophes carefully
- When to properly use hyphen, dashes, and parentheses
- When to use punctuation with "that" and "which"

Objectives
- To identify and avoid ambiguity
- To use the rules to provide clarity in writing
To demonstrate professionalism in writing

PD1023 – Remote Management

Description

Supervising employees remotely has unique challenges. This course provides the basics to supervising remote teams. We'll discuss the benefits and cost to remote work, research and engagement information, technological resources, and trust-building strategies.

Objectives
- Identify the benefits and challenges to remote management
- Critique multiple remote technological tools
- Summarize attributes of successful remote managers
- Review underlying basic supervision practices which transcend remote management

pdc
STATE
building a generation of leaders

PD5099 – Respectful Workplace

Description

We can't handpick the people who work with us. It would be naive to expect a friendly, accommodating person every time. It's just as naive not to recognize that we may be difficult ourselves. This class will benefit anyone who deals routinely with others who seem difficult. It focuses on difficult behaviors and provides tips to recognize and cope with them.

Objectives
- To examine our own interactions with others
- To learn strategies for dealing with difficult people
- To recognize what you can and cannot change

PD5056 – Robert's Rules of Order

Description

Basic principles and procedures apply to all decision-making processes, whether you are leading a work team or conducting a meeting. These principles and procedures are called parliamentary procedure. Robert's Rules of Order, one man's discussion of parliamentary procedure, have become the leading authority in most organizations today.

Objectives
- Make and amend a main motion
- Identify the ten rules for meetings
- Discuss the types of motions and how they are made

PD5132 – The Self-Aware Leadership Series

Description

The PDC's new Self-Aware Manager series is designed to help managers develop increased self-understanding. Increasing those levels will benefit ourselves as individuals and the people we relate to everyday. Self-aware managers:

- Develop high levels of trust within their organization
- Understand the sources of conflict
- Focus on the real issue to resolve conflict
- Find creative solutions to problems
- Encourage openness and creativity in the workplace

PD5137 – Supervising Employees in Conflict

Description

Conflict at work can propel or disrupt the momentum for a leader, a team, or the entire organization. The workplace can become a toxic environment when leaders allow conflict to fester rather than confront it head-on. Managing conflict can be a tricky thing – especially when you are not familiar with the larger ecosystem in which the individual or department creating the conflict operates, and how efforts to resolve conflict will reverberate throughout that ecosystem.   The workplace is fueled with so many concurrent agendas that you never know which ones may be affected when you resolve conflict solely to benefit and advance your own.

Objectives
- Understanding different styles of conflict
- Considering the role played by psychological differences
- Moving toward more collaborative solutions

PD5104 - Supervision for the 21st Century

Description

We'll explore the changes in 21st century supervision and discuss the management and leadership skills needed to become a successful supervisor. We'll look at the role the supervisor plays in workforce engagement and the problems that typically face new supervisors.

Objectives

- Define the changes in 21st century management
- Differentiate between management and leadership characteristics
- Describe supervisory behaviors that improve employee engagement

pdc
STATE
building a generation of leaders

PD1032 – Team Building

Description

How employees interact affects how organizations operate. Building an effective team requires leadership skills. In this class, we'll discuss communication, credibility, common purpose, and the team building stages that produce high-performing teams.

Objectives

- Explore team building stages
- Understand team dynamics
- Communicate effectively with others

PD5161 Teams

Description

One of our challenges at work today is collaborating on teams because few of us have learned to do that. This class will describe how teams are formed and maintained and discuss the principles of effective teams, especially the role personality and conation play. We'll emphasize the leadership skills required to work together at our best.

Objectives:

· Develop an understanding of what makes a team

· Explore the role played by diversity in teams

· Consider strategies to increase the effectiveness of teams

· Examine leadership strategies to improve teamwork

PD5018 – Initiating and Navigating the RFP Process

Description

This class is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Requests for Proposals (RFP). It will identify when to use the RFP process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring.

Objectives

- Identifying the steps in the Request for Proposals (RFP) process
- Explaining the principles associated with an effective RFP
- Reviewing the elements of a proper RFP

PD3005 - WARM: Writing Administrative Rules

Description

This workshop will explore the ins and outs of writing rules. The content covers the entire rulemaking process, from legislative delegation to replacement pages for ARM. It includes practical exercises on style, reasonable necessity, and responding to comments.

Objectives

- Describe the process of administrative rule development in the State of Montana
- Review the proper language and elements of an administrative rule
- Illustrate the development of an administrative rule as an example

PD1017 –Working Through Conflict

Description

Disagreements are often based in miscommunication and/or a lack of communication. Differing values, opposing objectives, different work styles, and personality types can set the stage for conflict. In this class, we'll explore the roots of conflict and discuss tools to understand and resolve differences.

Objectives

- Understand your own conflict approach
- Discuss the five conflict approaches
- Describe the nature of conflict
- Identify ways to work through situations

<div align="center">**PD5098 – Writing Clearly and Concisely – Part 1**</div>

Description

Clear and concise writing helps the reader understand your message easily. It avoids verbose, convoluted language and jargon. In this course, you will learn to:

- Use specific language
- Avoid passive voice and passive construction
- Understand parallel structure in complex sentences
- Know when to end a sentence
- Avoid suffixes that change active verbs to nouns
- Recognize when to omit needless words
- Place the emphasis in the right place
- Keep related words together to prevent ambiguity
- Attack redundant phrases and negative construction
- Use plain language to communicate clearly

Objectives
- Construct active voice in sentence structure
- Select clear language to communicate
- Recognize and use active verbs in sentences

<div align="center">**PD5130 – Writing Clearly and Concisely – Part 2**</div>

Description

In this course you will learn to

- organize content
- weigh the importance of words
- work on a reader-friendly format
- use bullets and lists to increase clarity
- use pronouns for clarity

Objectives

- Determine the goal of the document
- Learn to use words your reader will understand
- Recognize when you've said enough

<div align="center">**PD5082 – Effective Management Series**</div>

Description

This eight-class series covers the essential information for effective organizational management. It's designed for experienced supervisors wanting a refresher, new supervisors, individuals interested in becoming a supervisor, and employees new to the public sector.

This series includes the following classes:

- Supervision for the 21st Century
- Personality and Communication
- Planning and Organizing
- Managing Conflict
- Interviewing and Emotional Intelligence
- Performance Management
- Documenting Disciplinary Action
- Synthesis

You'll find class descriptions in the catalog under each individual title.

<div align="center">**PD5093 – Improving Accountability**</div>

Description

This course will explore our role in accepting responsibility for what is ours.   We'll discuss how personal accountability impacts the organization. Participants will learn techniques for achieving personal effectiveness and creating a culture of accountability at work.

Objectives
- To develop personal accountability
- To understand how to improve accountability
- To explain how to achieve adult-adult relationships

Return to top of page

PD3006 – Writing Job Descriptions

Description

Job descriptions are the foundation for many employment decisions. This course will help participants write an effective job description. This workshop is appropriate for managers or supervisors who prepare job descriptions and for classifiers-in-training who need coursework.

Objectives

- Describe the process associated with developing a job description
- Explain the elements needed for a proper job description

PD5115 - MBTI—2

Description

The Myers-Briggs Type Indicator is a popular tool for increasing both self-understanding and helping us understand others. This class will take a deeper look into how to use this tool to enhance relationships with our colleagues, managers, and customers. Participants will need to complete an extended version of the Myers-Briggs Type Indicator survey, even if they have done it before. This version will breakdown individual preferences to help us understand our own complexities and use that knowledge to recognize what we bring to our relationships.

Objectives

- Increase self-understanding
- Understand of how our individual preferences affect our behaviors
- Analyze the impact our preferred behaviors have on others
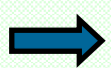- Develop approaches that allow us to try other behaviors and evaluate the impact of those changes

PD5164 Information Technology Procurement Requests (ITPR) –

Description

The State Chief Information Officer (CIO) is responsible for all IT procurement in the State. The ITPR is the tool used to request IT procurement. This class will provide you with how to get your request through the process smoothly and quickly, what resources available, how to complete the request form and what IT procurement authority delegated to State agencies.

Objectives

- Where to find IT procurement resources
- What information to include for a speedy response
- What is included in the Agency Delegated Authority.

Return to top of page

pdc
building a generation of leaders